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**STANDARDIZED EMERGENCY MANAGEMENT SYSTEM  
HANDBOOK FOR THE INCIDENT COMMAND SYSTEM**

**POSITION DESCRIPTIONS  
AND RESPONSIBILITIES**

**(Adapted From National ICS, For Use at the SEMS Field Level)**

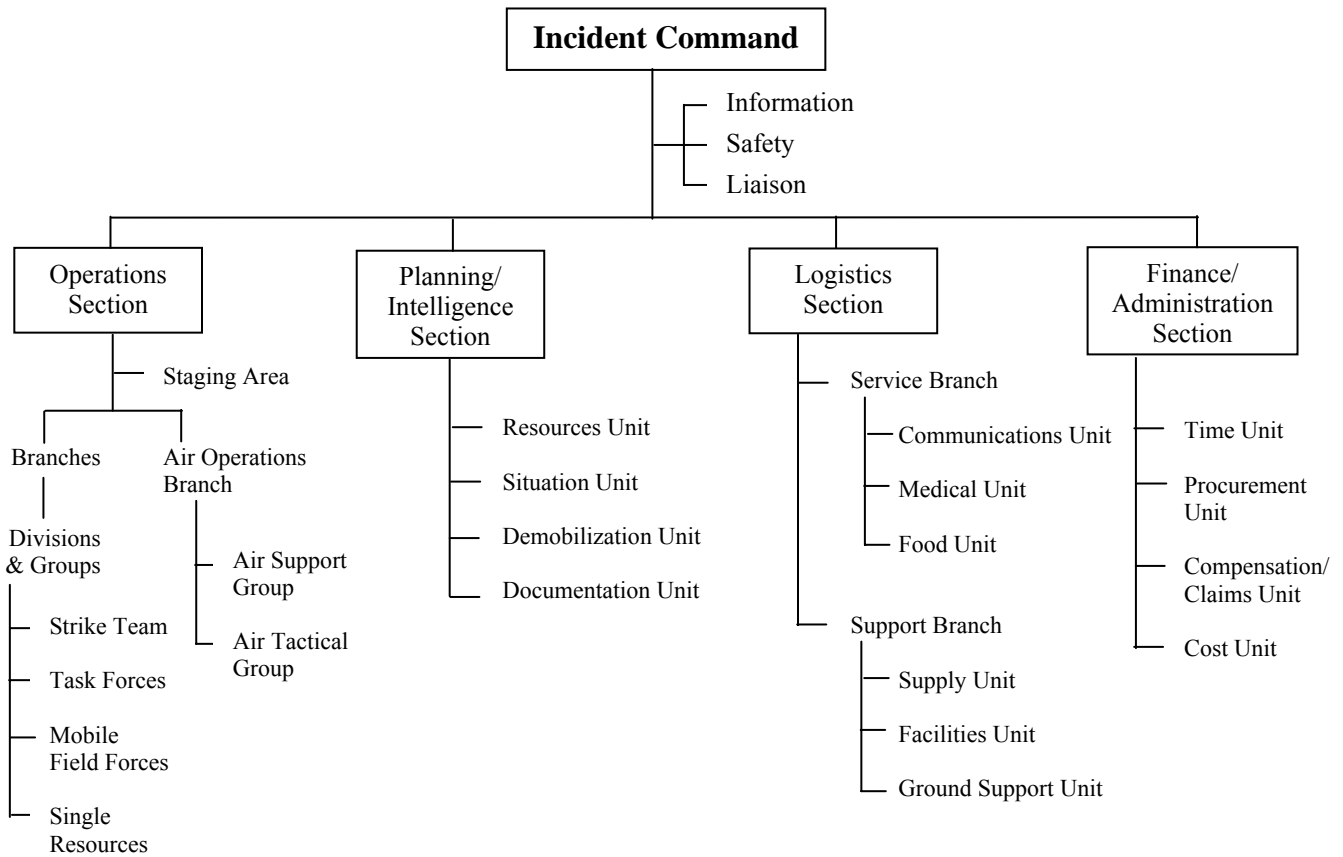
**(Note: This document provides a comprehensive description of the duties and responsibilities of principal ICS positions. It is to be used as a supplemental reference in the presentation of the SEMS Field Course.)**

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# Incident Command System



**In California, there may be slight variations of this chart for some disciplines to facilitate the use of ICS**

# INCIDENT COMMAND SYSTEM FUNCTIONAL HANDBOOK

## I. General Considerations

### A. Handbook Contents

This handbook contains functional descriptions, responsibilities, and checklists for personnel assigned to an incident using the Standardized Emergency Management System's (SEMS) Incident Command System (ICS).

The checklists describe minimum activities that should be accomplished by personnel assigned to functional positions within each of the major sections of the ICS organization. Agencies and jurisdictions are encouraged to supplement the responsibilities and checklists to meet their own operating requirements at incidents.

The Functional Handbook is divided into separate sections covering the major functions found in the Incident Command System.

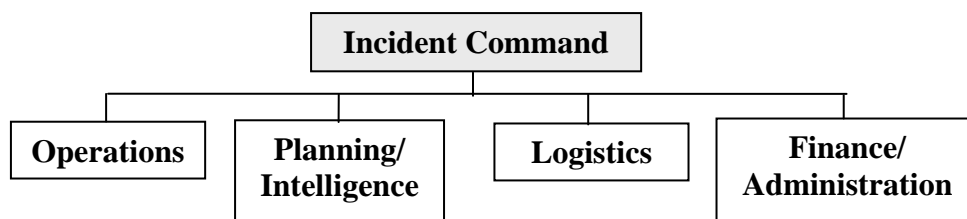
- Command
- Operations
- Planning/Intelligence
- Logistics
- Finance/Administration

All users should read Section I, and then go to the Section containing position descriptions for their function.

### B. Standardized Emergency Management System (SEMS)

SEMS is intended to standardize response to emergencies involving multiple jurisdictions or multiple agencies. The SEMS Regulation ((P)2405) requires that emergency response agencies operating at the field response level of an incident shall use the Incident Command System (ICS) and its five major functions.

### C. Incident Organization



## 1. Functional Development of the Organization

The ICS organization develops around the major functions that are required on any incident whether it is large or small. For some incidents, and in some applications, only a few of the organization's functional elements may be required and only one or a few persons may be required. However, if there is a need to expand the organization, additional positions exist within the ICS framework to meet virtually any need.

ICS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times, and the system includes span of control limits throughout.

When activated, the five primary functions are established as separate sections of the EOC organization. In addition to the Command Section consisting of the Incident Commander and Command Staff, there is an ICS General Staff. The General Staff Section Level positions are:

- Operations Section Chief
- Planning/Intelligence Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief

Within each section, there may be several sub functions that would normally be established as Branches, Divisions, Groups, and Units depending upon the operational requirement.

## 2. Modular Development of the Incident Organization

Incident organization should always be based on the current and projected needs of the incident. It is only necessary to organize and staff those elements of the organization that are needed based on the requirements of the Incident Action Plan (IAP). Functions of positions not filled within the organization will be performed at the next highest level that has been activated.

It is not necessary to activate higher level positions if only one or two of the sub units are required. For example, it is not necessary to activate a Logistics Section on an incident if only a Food Unit is required.

### D. Staffing

The determination of the appropriate level of staffing and lead agency to manage the function is the responsibility of the agency or jurisdiction. In general the following conditions will apply.

- Staff the organization with the most qualified person in the discipline most closely aligned to the emergency. (Logistics and Finance/Administration sections may have a standard designation of personnel for all emergencies.)

- Maintain a span of control not to exceed one supervisor for up to seven sub functions.
- One person may have delegated authority for more than one area of responsibility. (Usually this is done during the early portion of the Activation Phase or in the Demobilization Phase).
- Each of these functional areas can be expanded as needed into additional organizational units with further delegation of authority.
- If a section is not activated, the Incident Commander will perform its responsibilities.

#### E. Generic Checklist of Common Responsibilities for All Incident Personnel

- Receive assignment from your agency. Obtain information on:
  - Intended job assignment (e.g., Situation Unit Leader)
  - Authorizing order, mission or request number (as applicable)
  - Reporting location
  - Reporting Time
  - Travel Instructions (as appropriate)
  - Any special communications instructions
- Upon arrival at the incident, check in at the designated Check-in location. Check in may be found at:
  - Incident Command Post (ICP)
  - Base or camps
  - Staging Areas
  - Helibases
- If you are instructed to report directly to a line assignment in operations, check in with the Division/Group Supervisor.
- Receive briefing from your immediate supervisor.
- Acquire necessary work materials.
- Supervisors shall maintain accountability of their assigned personnel as to exact locations(s), and ensure personal safety and welfare at all times.
- Organize and brief subordinates.
- Know your assigned radio frequency or other communications channel for your area of responsibility and ensure that communication equipment is operating properly.

- Use clear text and ICS terminology (no codes) in all radio communications. All radio communications to the Incident Communications Center (if established) will be addressed by incident name.
- Complete forms and reports required of the assigned position and send through your supervisor to the Documentation Unit.
- Respond to demobilization orders and brief subordinates regarding demobilization.

#### F. Unit Leader Responsibilities

A number of Unit Leaders responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below, and will not be repeated in Unit Leader Position Checklists.

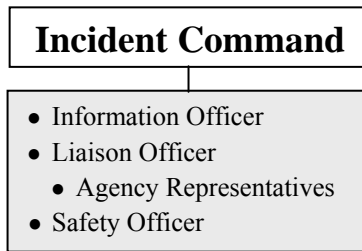
- Participate in incident planning meetings as required.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Assign specific duties to staff; and supervise staff.
- Develop and implement accountability, safety and security measures for all assigned personnel and resources.
- Supervise demobilization of the unit, including storage of supplies.
- Provide Supply Unit Leader with a list of supplies to be replenished.
- Maintain unit records, including Unit/Activity Log (ICS Form 214).

If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

- Clean up your work area before you leave.
- Leave a forwarding number where you can be reached.



# Incident Command and Command Staff



## Incident Commander

The Incident Commander's responsibility is the overall management of the incident. On most incidents a single Incident Commander carries out the command activity. The Incident Commander is selected based on the kind of incident and by qualifications and experience.

On some multi-jurisdiction incidents a Unified Command organization may be formed. The use of Unified Command is described in Module 13 of the State's Approved Course of Instruction for ICS.

The Incident Commander may have a Deputy, who may be from the same agency, or from an assisting agency. Deputy positions may also be used at section and branch levels of the ICS organization. Deputy positions must be fully qualified for the position they may take over.

### Responsibilities:

- ☐ Assess the situation and/or obtain a briefing from the prior Incident Commander. Obtain and review the Incident Briefing Form (201) if available.
- ☐ Determine Incident Objectives, and strategy.
- ☐ Establish tactical and support resource needs.
- ☐ Establish the immediate priorities and assign on-scene resources.
- ☐ Establish an Incident Command Post.
- ☐ Establish an appropriate organization.
- ☐ Ensure planning meetings are scheduled as required.
- ☐ Approve and authorize the implementation of an Incident Action Plan.
- ☐ Ensure that adequate safety measures are in place.
- ☐ Coordinate activity for all Command and General Staff.

- ☐ Coordinate with activated Department Operations Centers (DOCs) and Emergency Operations Centers (EOCs) as required.
- ☐ Coordinate with key personnel and officials.
- ☐ Approve requests for additional resources or for the release of resources.
- ☐ Keep agency administrator informed of incident status.
- ☐ Approve the use of trainees, volunteers, and auxiliary personnel.
- ☐ Authorize release of information to the news media.
- ☐ Order the demobilization of the incident when appropriate.

# Command Staff

The Command Staff on most incidents can consist of three positions covering the functions of Information, Liaison and Safety. The Incident Commander will handle Command Staff functions not activated. Some disciplines may augment the Command Staff with other positions as required.

## Information Officer

The Information Officer is responsible for developing information about the incident for release to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. On large incidents Assistant Information Officers may have delegated responsibilities in support of the Information function.

### Responsibilities:

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the Information Officer that would generally apply on any incident:

- ☐ Determine from the Incident Commander if there are any limits on information release.
- ☐ Develop material for use in media briefings.
- ☐ Coordinate and validate information with Information Officers at agency DOCs and EOCs when activated, to ensure consistency.
- ☐ Obtain Incident Commander's approval of media releases.
- ☐ Inform media and conduct media briefings.
- ☐ Arrange for tours and other interviews or briefings that may be required.
- ☐ Obtain media information that may be useful to incident planning.
- ☐ Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- ☐ Maintain Unit Log.

# Liaison Officer and Agency Representative

## Liaison Officer

Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

The Liaison Officer is the contact for the personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

### Responsibilities:

- ☐ Be a contact point for Agency Representatives.
- ☐ Maintain a list of assisting and cooperating agencies and Agency Representatives.
- ☐ Assist in establishing and coordinating inter-agency contacts.
- ☐ Keep agencies supporting the incident aware of incident status.
- ☐ Monitor incident operations to identify current or potential inter-organizational problems.
- ☐ Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- ☐ Maintain Unit Log.

## Agency Representative

In many multi-jurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives must know the limits of their decision-making authority.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

### Responsibilities:

- ☐ Ensure that all agency resources are properly checked-in at the incident.

- ☐ Obtain briefing from the Liaison Officer or Incident Commander.
- ☐ Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
- ☐ Attend briefings and planning meetings as required.
- ☐ Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- ☐ Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
- ☐ Ensure the well-being of agency personnel assigned to the incident.
- ☐ Advise the Liaison Officer of any special agency needs or requirements.
- ☐ Report to home agency dispatch or headquarters on a prearranged schedule.
- ☐ Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- ☐ Ensure that all required agency forms, reports and documents are complete prior to departure.
- ☐ Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

## Safety Officer

The Safety Officer's function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

### Responsibilities:

- ☐ Participate in planning meetings.
- ☐ Identify hazardous situations associated with the incident.
- ☐ Review the Incident Action Plan for safety implications.
- ☐ Exercise emergency authority to stop and prevent unsafe acts that are outside the scope of the Incident Action Plan.
- ☐ Investigate accidents that have occurred within the incident area.
- ☐ Coordinate with the Compensation/Claims Unit in Finance/Administration as required.
- ☐ Assign assistants as needed.
- ☐ Review and approve the medical plan.
- ☐ Maintain Unit Log.

# Operations Section

The Operations Section oversees the implementation of the tactical portion of the Incident Action Plan. When activated the Section is managed by the Operations Section Chief who is a member of the General Staff. The Operations Section Chief may have one or more deputies as required by the incident. The Section may be organized into Branches, and Divisions/Groups as necessary to maintain an appropriate span of control.

## Operations Section Chief

### Responsibilities:

- ☐ Manage tactical operations.
  - Interact with next level lower in the Section, (Branch, Division/Group) to develop the operations portion of the Incident Action Plan.
  - Request resources needed to implement Operational tactics as a part of the Incident Action Plan development (ICS 215).
- ☐ Assist in development of the Operations portion of the Incident Action Plan.
- ☐ Supervise the execution of the Incident Action Plan for Operations.
  - Maintain close contact with subordinate positions.
  - Ensure safe tactical operations.
- ☐ Request additional resources to support tactical operations.
- ☐ Approve release of resources from assigned status (not release from the incident).
- ☐ Make or approve expedient changes to the Incident Action Plan during the Operational Period as necessary.
- ☐ Maintain close communication with the Incident Commander.
- ☐ Coordinate with activated Operations Sections at agency DOCs and EOCs.
- ☐ Maintain Unit Log.

**Branch Director (Branches may be functional, jurisdictional or geographic.)**

**Responsibilities:**

- ☐ Obtain briefing from the Operations Section Chief.
- ☐ Supervise Branch operations.
- ☐ Develop alternatives for Branch operations as required.
- ☐ Interact with the Operations Section Chief and other Branch Directors to develop tactics to implement incident strategies.
- ☐ Be prepared to attend incident planning meetings at the request of the Operations Chief.
- ☐ Review Division/Group assignments within the Branch and report status to the Operations Section Chief.
- ☐ Assign specific work tasks to Division/Group Supervisors.
- ☐ Monitor and inspect progress and make changes as necessary.
- ☐ Resolve logistics problems reported by subordinates.
- ☐ Maintain Unit Log.

**Division/Group Supervisor (Divisions and Groups are at the same organizational level. Divisions are geographic and groups are functional.)**

**Responsibilities:**

- ☐ Obtain briefing from the Operations Section Chief or appropriate Operations Branch Director.
- ☐ Review assignments with subordinates.
- ☐ Inform Resources Unit (if established) of status changes of resources assigned to the Division/Group.
- ☐ Coordinate activities with adjacent Divisions/Groups.
- ☐ Monitor and inspect progress and make changes as necessary.
- ☐ Keep supervisor informed of situation and resources status.
- ☐ Resolve tactical assignment and logistics problems within the Division/Group.
- ☐ Keep supervisor informed of hazardous situations and significant events.



- ☐ Ensure that assigned personnel and equipment get to and from their assignments in a timely and orderly manner.
- ☐ Maintain Unit Log.

**Task Forces, Teams, Mobile Field Forces etc. (Discipline specific assemblages of resources with leaders and communications)**

**Responsibilities:**

- ☐ Obtain briefing from supervisor (Division/Group Supervisor, Operations Section Chief, or Incident Commander, depending upon how the incident is organized).
- ☐ Review assignment with subordinates and assign tasks.
- ☐ Travel to and from active assignment area with assigned resources.
- ☐ Monitor and inspect progress and make changes as necessary.
- ☐ Coordinate activities with adjacent resources or with other functional groups working at the same location.
- ☐ Keep supervisor advised of situation and resource status.
- ☐ Retain control of assigned resources while in available or out-of-service status.
- ☐ Maintain Unit Log.

**Single Resource**

The person in charge of a single tactical resource will carry the unit designation of the resource.

**Responsibilities:**

- ☐ Obtain briefing from the Division/Group Supervisor.
- ☐ Review assignments.
- ☐ Obtain necessary equipment/supplies.
- ☐ Review weather/environmental conditions for assignment area.
- ☐ Brief subordinates on safety measures.
- ☐ Monitor work progress.
- ☐ Ensure adequate communications with supervisor and subordinates.

- ☐ Keep supervisor informed of progress and any changes.
- ☐ Inform supervisor of problems with assigned resources.
- ☐ Brief relief personnel, and advise them of any change in conditions.
- ☐ Return equipment and supplies to appropriate unit.
- ☐ Complete and turn in all time and use records on personnel and equipment.

## **Staging Area Manager**

The Staging Area manager reports to the Operations Section Chief or to the Incident Commander if the Operations Section Chief position has not been filled. *(Note: In some disciplines, the Staging Area is established as part of the Logistics Section, requiring the Staging Area Manager to report to the Logistics Chief. However, regardless of Section assignment, the duties of the Staging Area Manager remain the same and resources in the Staging Area are under the control of the Incident Commander or Operations Section.)*

### **Responsibilities:**

- ☐ Establish layout of Staging Area.
- ☐ Post areas for identification and traffic control.
- ☐ Provide check-in for incoming resources.
- ☐ Determine required resource reserve levels from the Operations Section Chief, Logistics Chief, or Incident Commander.
- ☐ Advise the Operations Section Chief, or Incident Commander when reserve levels reach minimums.
- ☐ Maintain and provide status to Resource Unit of all resources in Staging Area.
- ☐ Respond to Operations Section Chief, or Incident Commander requests for resources.
- ☐ Request logistical support for personnel and/or equipment as needed.
- ☐ Maintain Staging Area in an orderly condition.
- ☐ Demobilize or move Staging Area as required.
- ☐ Maintain Unit Log.

## **Air Operations Branch Director**

### **Responsibilities:**

- ☐ Obtain briefing from Operations Section Chief.
- ☐ Organize preliminary Air Operations.
- ☐ As appropriate, initiate request for temporary flight restrictions.
- ☐ Participate in the preparation of the Incident Action Plan.
- ☐ Perform Operational Planning for Air Operations.
- ☐ Prepare and distribute the Air Operations Summary Worksheet (ICS Form 220).
- ☐ Supervise air operations branch personnel and coordinate with incident and off-incident personnel and agencies.
- ☐ Evaluate helibase locations.
- ☐ Establish procedures for emergency reassignment of aircraft.
- ☐ Schedule approved flights of non-incident aircraft into the incident area.
- ☐ Evaluate requests for non-tactical use of incident aircraft.
- ☐ Resolve conflicts concerning non-incident aircraft involved in incident over-flights.
- ☐ Monitor for accidents or special incidents.
- ☐ Maintain Unit Log.

## **Air Tactical Group Supervisor**

### **Responsibilities:**

- ☐ Check-in and receive incident assignment (usually via radio).
- ☐ Obtain briefing from Air Operations Branch Director or Operations Section Chief. If possible, obtain a copy of the current Incident Action Plan.
- ☐ Determine type and quantity of aircraft (fixed-wing and helicopters) operating on the incident; report to Air Operations Branch Director.
- ☐ Determine potential availability of additional aircraft resources and their approximate flight time to the incident.

- ☐ Make recommendations to Air Operations Branch Director regarding adequacy of available aircraft to accomplish incident objectives.
- ☐ Based upon the Incident Action Plan, manage all air tactical activities.
- ☐ Establish and maintain communications with (as appropriate):
  - Pilots
  - Air Operations
  - Helicopter Coordinator
  - Air Tanker/Fixed-Wing Coordinator (Fire Operations only)
  - Air Support Group (e.g., Helibase Manager)
  - Fixed-wing bases
- ☐ Coordinate flights in restricted air space by non-incident aircraft or non-tactical flights (flight approval to be granted by the Air Operations Branch Director).
- ☐ Report on violations of restricted air space area by non-incident aircraft.
- ☐ Receive briefing from the Air Operations Branch Director on air traffic external to the incident.
- ☐ Recommend tactical strategy to approved ground contact (Operations Section Chief, Branch Director, or Division/Group Supervisor).
- ☐ Advise Air Operations Branch Director of tactical recommendations, and provide updates on all air activities.
- ☐ Report conflicts or potential conflicts in the air traffic control system caused by incident air activities.
- ☐ Report accidents and incidents to the Air Operations Branch Director.
- ☐ Supervise the Helicopter Coordinator and the Air Tanker/ Fixed-Wing Coordinator.

## **Helicopter Coordinator**

### **Responsibilities:**

- ☐ Check-in and receive incident assignment.
- ☐ Obtain briefing from the Air Tactical Group Supervisor or Air Operations Branch Director.
- ☐ Determine type and quantity of aircraft (fixed-wing and helicopter) operating within incident assignment area; report to the Air Tactical Group Supervisor.

- ☐ Determine whether available helicopters are capable of accomplishing incident objectives; report to the Air Tactical Group Supervisor.
- ☐ Survey and report on potential problems within incident assignment area (other aircraft hazards, ground hazards, etc.).
- ☐ Coordinate air traffic control procedures with:
  - Pilots
  - Air Operations
  - Helicopter Coordinator
  - Air Tanker/Fixed-Wing Coordinator (Fire Operations only)
  - Air Support Group (e.g., Helibase Manager)
  - Fixed-wing bases
- ☐ Coordinate the use of communications frequencies for ground-to-air and air-to-air communications with:
  - Air Tactical Group Supervisor
  - Incident Communications Unit
  - Local agency dispatch centers, DOCs or EOCs (as necessary)
- ☐ Assign and ensure use of appropriate operating frequencies by incident helicopters. Frequencies will be in the Incident Communications Plan or established by the Air Tactical Group Supervisor.
- ☐ With the Air Tactical Group Supervisor, coordinate and make geographical assignments for helicopter operations.
- ☐ Implement and monitor all air safety requirements and procedures.
- ☐ Ensure that approved night flying procedures are being followed.
- ☐ Supervise all helicopter activities:
  - Receive assignments
  - Brief pilots
  - Assign missions
  - Report on mission completion; reassign as directed
- ☐ Coordinate activities with:
  - Air Tactical Group Supervisor
  - Air Tanker/Fixed-Wing Coordinator (Fire Operations only)
  - Air Support Group Supervisor
  - Ground Personnel

- ☐ Maintain continuous observation of assigned area and inform Air Tactical Group Supervisor of problems or potential problems (e.g., aircraft malfunction, maintenance difficulties).
- ☐ Request equipment or assistance as needed.
- ☐ Immediately report accidents or incidents to Air Tactical Group Supervisor and Air Operations Branch Director.
- ☐ Maintain records of activities.

### **Air Tanker/Fixed-Wing Coordinator (Fire Operations only)**

#### **Responsibilities:**

- ☐ Check-in and receive incident assignment (usually via radio).
- ☐ Obtain briefing from Air Tactical Group Supervisor or Air Operations Branch Director.
- ☐ Determine type and quantity of aircraft (fixed-wing and helicopter) operating within incident area of assignment.
- ☐ Determine fixed-wing aircraft capabilities and limitations.
- ☐ Maintain continuous observation of assigned area and inform Air Tactical Group Supervisor of problems or potential problems (e.g., hazards, aircraft malfunctions, maintenance difficulties).
- ☐ Coordinate air traffic control procedures as needed with:
  - Pilots
  - Air Operations
  - Air Tactical Group Supervisor
  - Helicopter Coordinator
  - Air Support Group (usually Helibase Manager)
- ☐ Coordinate the use of communications frequencies for ground-to-air and air-to-air communications with:
  - Air Tactical Group Supervisor
  - Incident Communications Unit
  - Local agency dispatch centers, DOCs, or EOCs
- ☐ Implement all air safety requirements and procedures.

- ☐ Supervise all fixed-wing aircraft activities:
  - Receive assignments
  - Brief pilots
  - Assign missions
  - Report on mission completion; reassign as directed
- ☐ Coordinate activities as appropriate with:
  - Air Tactical Group Supervisor
  - Helicopter Coordinator
  - Ground operations personnel
- ☐ As necessary, provide information to ground resources.
- ☐ Request equipment or assistance as needed.
- ☐ Immediately report accidents or incidents to the Air Tactical Group Supervisor and the Air Operations Branch Director.
- ☐ Maintain records of activities.

Major functions performed at helibases, helispots, and air bases include:

- ☐ Providing fuel and other supplies.
- ☐ Maintenance and repair of aircraft (not at helispots).
- ☐ Supplies, equipment and personnel loading and off-loading.
- ☐ Retardant mixing and loading.
- ☐ Maintaining records of aircraft activity.
- ☐ Enforcement of safety regulations.

Helibase or helispot managers, under the direction of the Air Support Group Supervisor, are responsible for all helicopters on the ground and during take-off and landing.

## Air Support Group Supervisor

### Responsibilities:

- ☐ Check in and obtain briefing from Air Operations Branch Director or Operations Section Chief.
- ☐ Review Incident Action Plan and Air Operations Summary Worksheet (prepared by Air Operations Branch Director).
- ☐ Provide input to Air Operations Branch Director for incident planning.
- ☐ Keep the Air Operations Branch Director updated on Air Support Group activities.
- ☐ Identify resources/supplies on order for Air Support Group; review adequacy of retardant and dust abatement chemicals for use at helibases and helispots.
- ☐ Request special air support items from Logistics Section.
- ☐ Working with the Air Operations Branch Director, identify helibase and helispot locations, taking into consideration:
  - Safety – Is the facility safe for operation? Are approach and departure routes clear of obstructions?
  - Flight routes – Do helicopters fly over residential areas?
  - Will locations allow expansion and 24-hour operations?
  - Are adequate and easily accessible fuel, maintenance, safety and support resources in close proximity to the base?
- ☐ If helibases are located adjacent to major roads, determine need for traffic control and implement control measures.
- ☐ Determine personnel and equipment needs at each helibase and helispot; review with the Air Operations Branch Director.
- ☐ Monitor and ensure compliance with each agency's requirements for day and night operations.
- ☐ Inform Air Operations Branch Director of night flying capability.
- ☐ Coordinate special requests for air logistics.
- ☐ Coordinate with airbases supporting the incident.
- ☐ Obtain assigned ground-to-air frequency for helibase and helispot operations from the Communications Plan (ICS Form 205) or Communications Unit Leader.



- ☐ Ensure the establishment and activation of air traffic control procedures between helibase and helispots and the Air Tactical Group Supervisor, Helicopter Coordinator, and Air Tanker/Fixed-Wing Coordinator.
- ☐ Supervise the implementation of dust abatement procedures at helibase and helispots.
- ☐ Provide crash/rescue service for helibases and helispots.
- ☐ Maintain Unit Log.

## **Helibase Manager**

### **Responsibilities:**

- ☐ Receive briefing from the Air Support Group Supervisor.
- ☐ Review Incident Action Plan, including Air Operations Summary Worksheet (ICS Form 220).
- ☐ Participate in Air Support Group planning.
- ☐ Upon reporting to assigned helibase, brief pilots and assigned personnel.
- ☐ Keep Air Support Group Supervisor updated on helibase activities.
- ☐ Ensure that helibase is adequately posted and cordoned.
- ☐ Manage resources/supplies dispatched to helibase; as needed, order additional resources from Air Support Group Supervisor.
- ☐ Coordinate air traffic control procedures at the helibase with:
  - Pilots
  - Air Support Group Supervisor
  - Air Tactical Group Supervisor
  - Helicopter Coordinator
  - Takeoff and Landing Controller
- ☐ Post copies of work schedule and other organizational information at each helibase, including assigned radio frequencies and helispot organization.
- ☐ Supervise loading operations, including any retardant mixing that might be required.
- ☐ Supervise helicopter fueling, maintenance, and repair services.
- ☐ Supervise manifesting and loading of personnel and cargo.
- ☐ Ensure that dust abatement procedures are in use at helibases and helispots.

- ☐ Ensure that adequate security is in place at each helibase and helispot.
- ☐ Ensure that crash/rescue services are provided for the helibase.
- ☐ Respond to special requests for air logistics.
- ☐ Supervise the maintenance of all agency records, including reports of helicopter activities, Check-In List (ICS Form 211) and Unit Log (ICS Form 214).
- ☐ Solicit and record pilot input concerning selection and adequacy of helispots, communications, air traffic control, operational concerns, and safety problems.

## **Helispot Manager**

### **Responsibilities:**

- ☐ Receive briefing from Helibase Manager.
- ☐ Review Incident Action Plan, including Air Operations Summary Worksheet (ICS Form 220).
- ☐ Report to assigned helispot.
- ☐ Review and take steps to alleviate potential hazards/problems, including:
  - Adequate dust control
  - Debris that may blow into rotor systems
  - Excessively steep touchdown slope
  - Insufficient rotor clearance
- ☐ Coordinate with pilots for safe and efficient landing and takeoffs, and loading and unloading.
- ☐ Manage all resources/supplies assigned to helispot.
- ☐ As needed, request special air support items from Helibase Manager.
- ☐ Keep Helibase Manager informed of all helispot activities.
- ☐ As needed, coordinate air traffic control and communications with:
  - Pilots
  - Air Operations
  - Helicopter Coordinator
  - Air Tanker/Fixed-Wing Coordinator (Fire Operations only)
  - Air Support Group (e.g., Helibase Manager)
  - Fixed-wing bases

- ☐ Ensure the availability of crash/rescue resources.
- ☐ Supervise or perform retardant or other resource loading.
- ☐ Manifest and load personnel and cargo as required.
- ☐ Maintain agency records and reports regarding helicopter activities.

## **Deck Coordinator**

### **Responsibilities:**

- ☐ Receive briefing from Helibase Manager.
- ☐ Review Air Operations Summary Worksheet (ICS Form 220).
- ☐ Establish and mark landing pads.
- ☐ Establish emergency landing areas.
- ☐ Ensure that crash/rescue procedures are fully understood by deck personnel.
- ☐ Ensure that deck area and emergency landing areas are posted.
- ☐ Review adequacy of personnel to safely load and unload personnel and cargo; order additional staff as needed.
- ☐ Supervise deck management personnel (Loadmasters and Parking Tenders).
- ☐ Ensure that all assigned personnel are posted to the daily organization chart.
- ☐ Maintain vehicle control procedures.
- ☐ As needed, perform or supervise dust control procedures.
- ☐ Ensure proper manifesting and load calculations.
- ☐ Ensure that air traffic control is coordinated with the Landing and Takeoff Coordinator.
- ☐ Maintain appropriate agency records.

## **Loadmaster**

### **Responsibilities:**

- ☐ Obtain briefing from Deck Coordinator.
- ☐ Review Air Operations Summary Worksheet (ICS Form 220).
- ☐ Ensure the proper posting of loading and unloading areas.
- ☐ Manifest and load personnel and cargo; supervise loading and unloading crews.
- ☐ Review crash/rescue procedures with loading and unloading crews.
- ☐ Ensure that sling load equipment is safe.
- ☐ Coordinate with Takeoff and Landing Controller.

## **Parking Tender**

### **Responsibilities:**

- ☐ Receive briefing from the Deck Coordinator.
- ☐ Supervise landing pad activities (e.g., personnel and helicopter movement, vehicle traffic, etc.).
- ☐ Review crash/rescue procedures.
- ☐ Tend fire extinguisher during any fueling operations.
- ☐ Ensure that any required agency procedures and checklists are being followed.
- ☐ Review safety procedures with passengers.
- ☐ Ensure that the landing pad is properly marked and maintained (e.g., dust/debris abatement).
- ☐ Ensure that helicopter pilot support needs are met.
- ☐ Check personnel seatbelts, cargo restraints and helicopter doors.

## **Take-Off and Landing Controller**

### **Responsibilities:**

- ☐ Receive briefing from Helibase Manager.
- ☐ Review Air Operations Summary Worksheet (ICS Form 220).

- ☐ Perform thorough check of radio system.
- ☐ Coordinate helicopter flight routes and patterns with Helibase Radio Operator.
- ☐ Maintain communications with all incoming and outgoing helicopters.
- ☐ Maintain constant communications with Helibase Radio Operator.
- ☐ Coordinate with Deck Coordinator and Parking Tender prior to commencing operations and during operations.

## **Helibase Radio Operator**

### **Responsibilities:**

- ☐ Receive briefing from Helibase Manager.
- ☐ Review Air Operations Summary Worksheet (ICS Form 220).
- ☐ Establish helibase communication system.
- ☐ Ensure that orders/communications from Air Operations Branch Director are relayed to Helibase Manager.
- ☐ Verify daily radio frequencies with Helibase Manager.
- ☐ Establish and post helicopter identification call numbers.
- ☐ Establish and enforce proper radio procedures.
- ☐ Receive clearance from Air Tactical Group Supervisor prior to launching helicopters.
- ☐ Maintain constant communications with helicopters and Takeoff and Landing Controller.
- ☐ Maintain a log of all helicopter takeoff/landings, ETAs, ETDs, and flight route check-ins.
- ☐ Supervise helicopter time keeping.
- ☐ Immediately notify Helibase Manager of any overdue or missing helicopters.
- ☐ Review crash/rescue procedures.

## **Helicopter Timekeeper**

### **Responsibilities:**

- ☐ Receive briefing from the Helibase Radio Operator.
- ☐ Review Air Operations Summary Worksheet (ICS Form 220).

- ☐ Determine number of assigned helicopters (by agency).
- ☐ Determine agencies' helicopter timekeeping needs.
- ☐ Record operating time for all helicopters.
- ☐ Obtain required timekeeping forms from agencies.
- ☐ As necessary, complete all agency time reports.

## **Planning/Intelligence Section**

The Planning/Intelligence Section collects, evaluates, processes, and disseminates information for use at the incident. When activated, the Planning/Intelligence Section Chief who is a member of the General Staff manages the Section.

There are four units within the Planning/Intelligence Section that can be activated as necessary:

- Resources Unit
- Situation Unit
- Documentation Unit
- Demobilization Unit

Other units may be activated as necessary, e.g. Advance Planning, Environmental Impact etc.

The Planning/Intelligence Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Planning/Intelligence Section Chief.

Instructions for how to conduct a Planning Meeting and listing of the forms needed for an Incident Action Plan are included at the end of this section.

### **Planning/Intelligence Section Chief**

#### **Responsibilities:**

- ☐ Collect and process situation information about the incident.
- ☐ Supervise preparation of the Incident Action Plan.
- ☐ Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
- ☐ Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
- ☐ Establish information requirements and reporting schedules for Planning/Intelligence Section units (e.g., Resources, Situation Units).
- ☐ Determine need for any specialized resources in support of the incident.
- ☐ If requested, assemble and disassemble teams, task forces, mobile field forces not assigned to operations.
- ☐ Establish special information collection activities as necessary, e.g., weather, environmental, toxics, etc.

- ☐ Assemble information on alternative strategies.
- ☐ Provide periodic predictions on incident potential.
- ☐ Report any significant changes in incident status.
- ☐ Compile and display incident status information.
- ☐ Oversee preparation of Incident Demobilization Plan.
- ☐ Incorporate the incident traffic plan (from Ground Support) and other supporting plans into the Incident Action Plan.
- ☐ Coordinate with Planning/Intelligence Sections at activated agency DOCs and EOCs.
- ☐ Maintain Unit Log.

## **Resources Unit**

This unit is responsible for maintaining the status of all assigned resources (primary and support) at an incident. Resources assigned to an incident should always be in one of three status states: Assigned, Available, or Out of Service. The Resources Unit accomplishes its responsibility by:

- Overseeing the check-in of all resources.
- Maintaining a status-keeping system indicating current location and status of all resources.
- Maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.

### **Responsibilities:**

- ☐ Establish check-in function at incident locations.
- ☐ Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
- ☐ Prepare appropriate parts of Division Assignment Lists (ICS Form 204).
- ☐ Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
- ☐ Maintain and post the current status and location of all resources.
- ☐ Maintain master roster of all resources checked in at the incident.
- ☐ A Check-In Recorder reports to the Resources Unit Leader and is responsible for accounting for all resources assigned to an incident.



## Situation Unit

The collection, processing and organizing of all incident information takes place within the Situation Unit. The Situation Unit may prepare future projections of incident growth, maps and intelligence information.

### Responsibilities:

- ☐ Begin collection and analysis of incident data as soon as possible.
- ☐ Prepare, post, or disseminate resource and situation status information as required, including special requests.
- ☐ Prepare periodic predictions or as requested.
- ☐ Prepare the Incident Status Summary Form (ICS Form 209).
- ☐ Provide photographic services and maps if required.

Three positions report directly to the Situation Unit Leader:

- **Display Processor** - Maintains incident status information obtained from Field Observers, resource status reports, etc. Information is posted on maps and status boards as appropriate.
- **Field Observer** - Collects and reports on situation information from the field.
- **Weather Observer** - Collects current weather information from the weather service or an assigned meteorologist.

## Documentation Unit

The Documentation Unit is responsible for the maintenance of accurate, up-to- date incident files. The Documentation Unit will also provide duplication services. Incident files will be stored for legal, analytical, and historical purposes.

### Responsibilities:

- ☐ Set up work area; begin organization of incident files.
- ☐ Establish duplication service; respond to requests.
- ☐ File all official forms and reports.
- ☐ Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- ☐ Provide incident documentation as requested.
- ☐ Store files for post-incident use.

## Demobilization Unit

The Demobilization Unit is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

### Responsibilities:

- ☐ Review incident resource records to determine the likely size and extent of demobilization effort.
- ☐ Based on above analysis, add additional personnel, work space and supplies as needed.
- ☐ Coordinate demobilization with Agency Representatives.
- ☐ Monitor ongoing Operations Section resource needs.
- ☐ Identify surplus resources and probable release time.
- ☐ Develop incident check-out function for all units.
- ☐ Evaluate logistics and transportation capabilities to support demobilization.
- ☐ Establish communications with off-incident facilities, as necessary.
- ☐ Develop an incident demobilization plan detailing specific responsibilities and release priorities and procedures.
- ☐ Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan.
- ☐ Distribute demobilization plan (on and off-site).
- ☐ Ensure that all Sections/Units understand their specific demobilization responsibilities.
- ☐ Supervise execution of the incident demobilization plan.
- ☐ Brief Planning/Intelligence Section Chief on demobilization progress.

## Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning/Intelligence Section, or be assigned wherever their services are required. In the Planning/Intelligence Section, Technical Specialists may report to the following:

- Planning/Intelligence Section Chief
- A designated Unit Leader

# **The Planning Process**

All incidents require some form of an action plan. On smaller incidents, the action plan may be verbal, or in the form of the Incident Briefing (ICS Form 201). On larger, or more complex incidents involving multiple jurisdictions a written Incident Action Plan is required. The plan should be reviewed and updated for each Operational Period. The Incident Commander, or agency policy will determine the specific requirement for using written Incident Action Plans.

Following is a checklist, which provides basic steps appropriate for use in almost any incident situation. The Planning Checklist is intended for use with the Operational Planning Worksheet (ICS Form 215). The Form 215 and the planning process are described in Module 11 (Incident and Event Planning) of the SEMS Approved Course of Instruction for ICS.

## **Before the Meeting**

1. The Incident Commander should establish incident objectives and strategy before the planning meeting if possible.
2. All attendees should be fully briefed and up to date on the incident situation so planning meeting time can focus more on what needs to be done rather than what has happened.
3. Agency Representatives, if invited to the meeting, should know what they are able to commit for their agency and the limits of their decision-making authority.
4. On Unified Command incidents, the Incident Commanders should hold a Command Meeting prior to the Planning meeting to discuss and resolve inter-agency issues.

## **At the Meeting**

1. The Planning/Intelligence Section Chief will be the meeting facilitator.
2. The Planning process is most effective, if an overview map of the incident is visible to all. Existing branch/division boundaries, control lines, perimeters or other incident related activity etc. should be shown.
3. If this is an initial planning meeting, Planning/Intelligence should have completed a basic situation map describing the incident environment, as it is currently known.
4. Tactics and resources to meet the objectives outlined by the Incident Commander are discussed and determined based on operational feasibility and available logistical support.

Following are the principal steps in the planning process:

<b>PLANNING MEETING STEPS</b>	<b>RESPONSIBILITY</b>
1. Briefing on current situation and resource status	Planning/Intel. Section Chief
2. Statement of Control Objectives and Strategy(ies)	Incident Commander
3. Setting of control lines, perimeters, branch/division boundaries as necessary	Operations Section Chief
4. Specify tactics for each division/group and safety considerations	Operations Section Chief Safety Officer
5. Specify resource allocations for Divisions/Groups	Operations Section Chief Planning/Intel. Section Chief
6. Specify any Operations facilities, e.g. Staging Areas, helispots etc. to be established	Operations Section Chief Planning/Intel. Section Chief Logistics Section Chief
7. Review Resource and Personnel order	Logistics Section Chief
8. Review Communications, Medical Safety and Traffic Plan Requirements	Logistics Section Chief Planning/Intel. Section Chief Logistics Section Chief
9. Finalize and approve the Incident Action Plan	Planning Section Chief Operations Section Chief Incident Commander

The Incident Action Plan normally would consist of the following:

<b>TITLE OF FORM</b>	<b>ICS FORM NO.</b>
Incident Objectives	Form 202
Organization Assignment List	Form 203
Division/Group Assignment Lists	Form 204 (1 per Div./Gp)
Communication Plan	Form 205
Medical Plan	Form 206
Safety Message	Place on Form 202
Incident Map	As needed
Traffic Plan	As needed
Other materials as determined by the Planning/Intelligence Section Chief and the Incident Commander	As needed

## Logistics Section

The Logistics Section, with the exception of aviation support provides all incident support needs. The Air Support Group in the Air Operations Branch handles aviation logistical support.

The Logistics Section Chief, who may assign a Deputy, manages the Logistics Section. A Deputy is most often assigned when all designated units (listed below) within the Logistics Section are activated. *(Note: In some disciplines, the Staging Area is established as part of the Logistics Section, requiring the Staging Area Manager to report to the Logistics Chief.)*

Six units may be established within the Logistics Section:

- Communications Unit
- Medical Unit
- Food Unit
- Supply Unit
- Facilities Unit
- Ground Support Unit

Some disciplines and/or incidents may require additional units to be established within Logistics, e.g., a Personnel Unit, Volunteer Coordination Unit etc.

The Logistics Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Logistics Section Chief.

### Service and Support Branch Director

Service and Support Branch Directors may be assigned as needed in the Logistics Section. Typically, this would be done for span of control purposes on major incidents where all Logistics Section Units are activated. Service and Support Branch Directors report directly to the Logistics Section Chief. It is not necessary to activate both Branch Directors if only one is required.

The Service Branch Director if activated would supervise the following units:

- Communications
- Medical
- Food

The Support Branch Director if activated would supervise the following units:

- Supply
- Facilities
- Ground Support

### Responsibilities:

- ☐ Identify Service and/or Support Branch personnel assigned to the incident.
- ☐ Determine initial service/support operations in coordination with the Logistics Section Chief.
- ☐ Prepare initial organization and assignments for service/support operations.
- ☐ Assemble and brief Branch personnel.
- ☐ Determine if assigned Branch resources are sufficient.
- ☐ Maintain supervision of assigned units work progress.
- ☐ Keep Logistics Section Chief informed of activities.
- ☐ Resolve problems associated with Operations Section requests for service/support.
- ☐ Oversee demobilization of Units as necessary.
- ☐ Maintain Unit Log.

### **Logistics Section Chief**

#### Responsibilities:

- ☐ Manage all incident logistics.
- ☐ Provide logistical input to the IC in preparing the Incident Action Plan.
- ☐ Brief Branch Directors and Unit Leaders as needed.
- ☐ Identify anticipated and known incident service and support requirements.
- ☐ Request additional resources as needed.
- ☐ Review and provide input to the Communications Plan, Medical Plan and Traffic Plan.
- ☐ Supervise requests for additional resources.
- ☐ Coordinate with activated Logistics Sections at agency DOCs and EOCs.
- ☐ Oversee demobilization of Logistics Section.

## Communications Unit

The Communications Unit is responsible for developing plans for the use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; and the distribution and maintenance of communications equipment.

### Responsibilities:

- ☐ Advise on communications capabilities/limitations.
- ☐ Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
- ☐ Establish and supervise the Incident Communications Center and Message Center.
- ☐ Establish telephone, computer links, and public address systems.
- ☐ Establish communications equipment distribution and maintenance locations.
- ☐ Install and test all communications equipment.
- ☐ Oversee distribution, maintenance and recovery of communications and electronics equipment, e.g., portable radios and FAX machines.
- ☐ Develop and activate an equipment accountability system.
- ☐ Provide technical advice on:
  - Adequacy of communications system
  - Geographical limitations
  - Equipment capabilities
  - Amount and types of equipment available
  - Potential problems with equipment

## Medical Unit

The Medical Unit will develop an Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies; provide medical aid; and assist the Finance/Administration Section with processing injury-related claims.

Note that the provision of medical assistance to the public or victims of the emergency is normally coordinated through agency DOCs and EOCs and is not an appropriate task for the Logistics Section Medical Unit. A Medical Branch or Group may be established within the Operations Section to provide medical assistance to persons impacted by the emergency.

### Responsibilities:

- ☐ Determine level of emergency medical activities prior to activation of Medical Unit.
- ☐ Acquire and manage medical support personnel.
- ☐ Prepare the Medical Emergency Plan (ICS Form 206).
- ☐ Establish procedures for handling serious injuries of responder personnel.
- ☐ Respond to requests for:
  - Medical Aid
  - Medical Transportation
  - Medical Supplies
- ☐ Assist the Finance/Administration Section with processing paper work related to injuries or deaths of incident personnel.

### Food Unit

The Food Unit is responsible for supplying the food needs for all incident responders including personnel at all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

The Food Unit in Logistics does not provide food services for those affected by the incident. A Food Branch or Group could be established in the Operations Section to meet the needs of those affected by the emergency.

### Responsibilities:

- ☐ Determine food and water requirements for personnel assigned to the incident.
- ☐ Determine method of feeding to best fit each facility or situation.
- ☐ Obtain necessary equipment and supplies and establish cooking facilities.
- ☐ Ensure that well-balanced menus are provided.
- ☐ Order sufficient food and potable water from the Supply Unit.
- ☐ Maintain an inventory of food and water.
- ☐ Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- ☐ Supervise caterers, cooks, and other Food Unit personnel as appropriate.



## Supply Unit

The Supply Unit is responsible for ordering, receiving, processing and storing all Incident-related resources.

All off-incident resources will be ordered through the Supply Unit, including:

- Tactical and support resources (including personnel).
- All expendable and non-expendable support supplies.

### Responsibilities:

- ☐ Provide input to Logistics Section planning activities.
- ☐ Provide supplies to planning/intelligence, logistics, and finance/administration sections.
- ☐ Determine the type and amount of supplies en route.
- ☐ Order, receive, distribute, and store supplies and equipment.
- ☐ Respond to requests for personnel, equipment, and supplies.
- ☐ Maintain an inventory of supplies and equipment.
- ☐ Service reusable equipment, as needed.

Two Managers report directly to the Supply Unit Leader:

- Ordering Manager -- Places all orders for incident supplies and equipment.
- Receiving and Distribution Manager -- Receives and distributes all supplies and equipment (other than primary tactical resources), and is responsible for the service and repair of tools and equipment.

For some applications, a Tool and Equipment Specialist may be assigned to service and repair all hand tools. The specialist reports to the Receiving and Distribution Manager.

## Facilities Unit

This unit is responsible for set up, maintenance and demobilization of all incident support facilities except Staging Areas. The Facilities Unit will also provide security services to the incident as needed.

### Responsibilities:

- ☐ Participate in Logistics Section/Support Branch planning activities.
- ☐ Determine requirements for each incident facility.

- ☐ Prepare layouts of facilities; inform appropriate unit leaders.
- ☐ Activate incident facilities.
- ☐ Obtain and supervise personnel to operate facilities, including Base and Camp Managers.
- ☐ Provide security services.
- ☐ Provide facility maintenance services, e.g., sanitation, lighting, etc.
- ☐ Demobilize base and camp facilities.

Three managers report directly to the Facilities Unit Leader. When established at an incident, they have important responsibilities.

**Security Manager** - Provides safeguards necessary for protection of personnel and property from loss or damage. Duties of the Security Manager will include but are not limited to:

- ☐ Establish contacts with local law enforcement agencies as required.
- ☐ Contact the resource use specialists (if assigned) or Agency Representatives to discuss any special custodial requirements which may affect operations.
- ☐ Request required personnel to accomplish work assignments.
- ☐ Ensure that support personnel are qualified to manage security problems.
- ☐ Develop a security plan for incident facilities.
- ☐ Adjust the security plan for personnel and equipment changes and release.
- ☐ Coordinate security activities with appropriate incident personnel.
- ☐ Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
- ☐ Prevent theft of all property.
- ☐ Investigate and document all complaints and suspicious occurrences.
- ☐ Demobilize in accordance with the Incident Demobilization Plan.

**Base Manager** - Ensures that appropriate sanitation, security, and facility management services are in place at the Base. Duties of the Base Manager will include but are not limited to:

- ☐ Determine requirements for establishing an Incident Base.
- ☐ Understand and comply with established restrictions.

- ☐ Determine personnel support requirements.
- ☐ Obtain necessary equipment and supplies.
- ☐ Ensure that all facilities and equipment necessary for base support operations are set up and functioning.
- ☐ Make sleeping area assignments.
- ☐ Ensure strict compliance with applicable safety regulations.
- ☐ Ensure that all facility maintenance services are provided.
- ☐ Ensure that adequate security and access control measures are being applied.
- ☐ Demobilize Base when directed.

**Camp Manager** - On large incidents, one or more camps may be established. Camps may be in place several days or they may be moved to various locations.

- ☐ Determine or establish number of personnel assigned to camp.
- ☐ Determine any special requirements or restrictions on facilities or operations.
- ☐ Obtain necessary equipment and supplies.
- ☐ Ensure that all sanitation, shower, and sleeping facilities are set up and properly functioning.
- ☐ Make sleeping arrangements and assignments.
- ☐ Provide direct supervision for all facility maintenance and security services.
- ☐ Ensure strict compliance with safety regulations.
- ☐ Ensure that all camp-to-base communications are centrally coordinated.
- ☐ Ensure that all camp-to-base transportation scheduling is centrally coordinated.
- ☐ Provide overall coordination of camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
- ☐ Demobilize the camp in accordance with the Incident Action Plan.

## Ground Support Unit

The Ground Support Unit is primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies and equipment, and the development of the Incident Traffic Plan.

### Responsibilities:

- ☐ Participate in Support Branch/Logistics Section planning activities.
- ☐ Provide support services (fueling, maintenance, and repair) for all mobile equipment and vehicles.
- ☐ Order maintenance and repair supplies (e.g., fuel, spare parts).
- ☐ Provide support for out-of-service equipment.
- ☐ Develop the Incident Traffic Plan. (Should be done by a person experienced in traffic management.)
- ☐ Maintain an inventory of support and transportation vehicles.
- ☐ Record time use for all incident-assigned ground equipment (including contract equipment).
- ☐ Update the Resources Unit with the status (location and capability) of transportation vehicles.
- ☐ Maintain a transportation pool on larger incidents as necessary.
- ☐ Maintain incident roadways as necessary.

An Equipment Manager reports to the Ground Support Unit Leader and is responsible for the service, repair, and fuel for all equipment; transportation and support vehicle services; and to maintain equipment use and service records.

## **Finance/Administration Section**

The Finance/Administration Section is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for Finance/Administration services will the Section be activated. In a multi-incident environment with EOC activation, part of the Finance Function may be performed at an EOC.

The Finance/Administration Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Finance/Administration Section Chief.

There are four units which may be established within the Finance /Administration Section:

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit

### **Finance/Administration Section Chief**

#### **Responsibilities:**

- ☐ Manage all financial aspects of an incident.
- ☐ Provide financial and cost analysis information as requested.
- ☐ Gather pertinent information from briefings with responsible agencies.
- ☐ Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- ☐ Meet with Assisting and Cooperating Agency Representatives as needed.
- ☐ Maintain daily contact with agency DOCs or EOCs on Finance/Administration matters. This is particularly critical in proclaimed disasters where State and Federal reimbursement is likely.
- ☐ Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- ☐ Provide financial input to demobilization planning.
- ☐ Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- ☐ Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.

### **Time Unit**

The Time Unit is responsible for ensuring the accurate recording of daily personnel time, and compliance with specific agency(ies) time recording policies. Personnel Time Recorder(s) will maintain time records for all personnel assigned to an incident (as established by agency policy). On long term incidents, they may also maintain records all personnel-related items, e.g., transfers, promotions, etc.

As applicable, personnel time records will be collected and processed for each operational period.

#### Responsibilities:

- ☐ Determine incident requirements for time recording function.
- ☐ Contact appropriate agency personnel/representatives.
- ☐ Ensure that daily personnel time recording documents are prepared and in compliance with agency(ies) policy.
- ☐ Maintain separate logs for overtime hours.
- ☐ Establish commissary operation on larger or long-term incidents as needed.
- ☐ Submit cost estimate data forms to Cost Unit as required.
- ☐ Maintain records security.
- ☐ Ensure that all records are current and complete prior to demobilization.
- ☐ Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.

#### Procurement Unit

All financial matters pertaining to vendor contracts, the Procurement Unit manages leases, and fiscal agreements. The unit is also responsible for maintaining equipment time records.

The Procurement Unit establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices. The unit works closely with local fiscal authorities to ensure efficiency.

#### Responsibilities:

- ☐ Review incident needs and any special procedures with Unit Leaders, as needed.
- ☐ Coordinate with local jurisdiction on plans and supply sources.
- ☐ Obtain Incident Procurement Plan.
- ☐ Prepare and authorize contracts and land use agreements, as needed.

- ☐ Draft memoranda of understanding.
- ☐ Establish contracts and agreements with supply vendors.
- ☐ Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
- ☐ Ensure that a system is in place which meets agency property management requirements. Ensure proper accounting for all new property.
- ☐ Interpret contracts and agreements; resolve disputes.
- ☐ Coordinate with Compensation/Claims Unit for processing claims.
- ☐ Coordinate use of imprest funds as required.
- ☐ Complete final processing of contracts and send documents for payment.
- ☐ Coordinate cost data in contracts with Cost Unit Leader.

Equipment Time Recorder - Oversees the recording of time for all equipment assigned to an incident. Also posts all charges or credits for fuel, parts, service, etc. used by equipment.

## **Compensation and Claims Unit**

In ICS, Compensation-for-Injury and Claims are contained within one Unit. Separate personnel may perform each function, however, given their differing activities. These functions are becoming increasingly important on many kinds of incidents.

Compensation-for-Injury oversees the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential.

Claims is responsible for investigating all claims involving property associated with or involved in the incident. This can be an extremely important function on some incidents.

### **Responsibilities:**

- ☐ Establish contact with incident Safety Officer and Liaison Officer (or Agency Representative if no Liaison Officer is assigned).
- ☐ Determine the need for Compensation-for-Injury and Claims Specialists and order personnel as needed.
- ☐ Establish a Compensation-for-Injury work area within or as close as possible to the Medical Unit.
- ☐ Review Incident Medical Plan.
- ☐ Review procedures for handling claims with Procurement Unit.

- ☐ Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
- ☐ Ensure that all Compensation-for-Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.

Two specialists report to the Compensation/Claims Unit Leader.

**Compensation-for-Injury Specialist** - Administers financial matters arising from serious injuries and deaths on an incident. Work is done in close cooperation with the Medical Unit.

**Claims Specialist** - Manages all claims-related activities (other than injury) for an incident.

## **Cost Unit**

The Cost Unit provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

### **Responsibilities:**

- ☐ Coordinate with agency headquarters on cost reporting procedures.
- ☐ Collect and record all cost data.
- ☐ Develop incident cost summaries.
- ☐ Prepare resources-use cost estimates for the Planning/Intelligence Section.
- ☐ Make cost-saving recommendations to the Finance/Administration Section Chief.